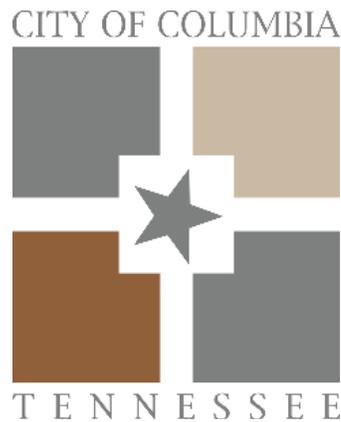


CITIZEN SUMMIT

2015

Mayor and City Council



Columbia, Tennessee
August 2015



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SECTION 1

COMMUNITY SUMMIT 2015: OVERVIEW



City of Columbia Community Summit 2015

PURPOSES

The Mayor and City Council are seeking input from the community on your ideas for Columbia's future as they update the City Strategic Plan - a 15 year Vision - the preferred future; a 5 year Plan with outcome-based goals – map to the future; and a 1 year Action Agenda – "to do list" with deliverable products and results.

FIVE BASIC RULES

- (1) Everyone's ideas and comments are important.
- (2) Treat every with respect even if you disagree with their comment.
- (3) Record everyone's ideas on the large sheets of paper.
- (4) Star (*) the "most important" for your table as determined by a majority votes.
- (5) Relax; enjoy yourself and my new friends.

CITIZEN SUMMIT 2015 AGENDA

1. WELCOME/OPENING REMARKS

Mayor and City Council
City Manager

2. STRATEGIC PLANNING FOR COLUMBIA: OVERVIEW

Working Model
Connecting the "Dots"

3. ROUND 1: COLUMBIA TODAY

Question 1: What are major successes for Columbia during the last year?

Question 2: Why do you make the choice to live in Columbia?

4. ROUND 2: COLUMBIA FUTURE

Question 3: What would make Columbia more livable to you?

Question 4: In 15 years, I would to see _____ in Columbia?

Question 5: In 5 years, success for Columbia means...?

5. ROUND 3: COLUMBIA NEXT YEAR

Question 6: How do you get your information about Columbia?

Question 7: During the year – 2015, City of Columbia needs to address or complete-action ideas, issues or projects for the next year?

Question 8: If you were a magician and could change one thing in Columbia what change would you make?

6. MESSAGE TO THE MAYOR AND CITY COUNCIL

On the 3 x 5 card on your table, write an open message to the Mayor and City Council.

"To the Mayor and City Council: ..."

7. FINAL COMMENT

Mayor and Councilmembers
City Manager

***and THANK YOU VERY MUCH FOR YOUR CONTRIBUTION TO THE
STRATEGIC PLAN AND THE FUTURE OF COLUMBIA!***



Community Summit 2015: Participants City of Columbia

DISCUSSION TEAM 1

Stan Breeden
Chris Marczak
Jan Marshall
Walter Vining

DISCUSSION TEAM 2

Ernie Allen
Doug Burgess
Bobby Busch
Will Evans
Jim Morrison

DISCUSSION TEAM 3

Travis Groth
Emily Lansdell
Andy Marshall
Stephen Walker
Alan Watson

DISCUSSION TEAM 4

Reverend Talvin Barner
Tommy Hemphill
Kara Huckaby
Kristi Martin
Ray Pace
Roger White

DISCUSSION TEAM 5

Darlene Baxter
Pete Frierson
Randy McBroom
Gary Stovall
Doug Venable

DISCUSSION TEAM 6

Reverend Victor Goodman
JoAnn McClellan
Ronald Ryan Sr.
Cyril Stewart
Tim Thomas

DISCUSSION TEAM 7

Barbara Dobbins
Wes Kelley
Michael McClain
Bucky Rowland

DISCUSSION TEAM 8

David Baxter
Pat Greene
Gayle Martin

DISCUSSION TEAM 9

Jimmy Dugger
Chris Grissom
Jan McKeel
Tim Potts
Dr. Janet Smith

DISCUSSION TEAM 10

WL Culberson
Loretta Goodloe
Paco Havard
Trent Ogilvie
Robert Rogers

DISCUSSION TEAM 11

Benny Ayers
Diane Davis
Charlie Norman
Eric Previti
Gerald Vick
Ashley Whiteside

DISCUSSION TEAM 12

David Bates
Bobby Harris
Trudy Parham
Drew Parker

SECTION 2

STRATEGIC PLANNING FOR THE CITY OF COLUMBIA

A “Driving Guide” for Local Leaders: Observations from the “Road”

Local governmental leaders are responsible for "driving their community to the future". Every generation of governmental leaders comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's *REALITIES* and anticipating and preparing for tomorrow's *OPPORTUNITIES*. These leaders focus on "driving their community to the future" by looking through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents, businesses and employees to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel".

Destination = a valued based description of the preferred future

Road Map = a five year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

REALITIES FOR CITIES IN 2015

1. POLITICS OVER GOVERNANCE – personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. ANTI-GOVERNMENT/ANTI TAX – small vocal group, which is against government, always negative and never satisfied by any decision or action.
3. SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY" – turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY – making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. INSTANT NEWS SHARED WITH THE WORLD – social media is the No. 1 news sources for people today, give it to me quick and short without verification or in-depth debate/discussion then share with the world.

OPPORTUNITIES FOR 2015

1. **PLAYING "MONEYBALL" FOR GOVERNMENTS** – capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. **EXPANDING RESOURCES THROUGH PARTNERSHIPS** – reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. **WINNING AS A TEAM** – governmental units working as a team to achieve common goals, knowing and playing your role and sacrificing to team/community success.
4. **CAPTURING TRENDS** – times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. **TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE** – every decision, non-decision, indecision and re-decision creates the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. **CREATING POSITIVE COMMUNITY MOMENTUM** – taking time with the community to celebrate major successes and their value to residents and businesses, creating true memories that will help during the tough times and encourage others to contribute and participate.

**City of Columbia
Executive Summary
2015 – 2021 – 2030**

STRATEGIC FRAMEWORK

VISION 2030

“Desired Destination for Columbia”

PLAN 2021

“Map to Columbia’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Columbia’s City Government”

BELIEFS

“How Columbia’s City Government Should Operate”

Columbia Vision 2030

**Columbia 2030 is a *HISTORIC COMMUNITY*^(A)
with *NATURAL BEAUTY*^(B) and the *REGIONAL
HUB FOR SOUTH CENTRAL TENNESSEE*.^(C)**

**Columbia 2030 has an *ACTIVE DOWNTOWN*,^(D)
a choice of *LIVABLE NEIGHBORHOODS*,^(E) and
a *GROWING ECONOMY*.^(F)**

**Columbia 2030 has tremendous
COMMUNITY SPIRIT,^(G)
and is a *GREAT PLACE TO LIVE!*^(H)**

PRINCIPLE A

HISTORIC COMMUNITY

► Means

1. Celebration of Columbia's history
2. Home of President Polk
3. Historic buildings and homes, including pre-Civil War homes
4. Mule Days celebrating the history and heritage of Columbia
5. Destination for historic tourism with multiple venues for walking tours, bus tours
6. Documentation of the entire city history with stories to tell

PRINCIPLE B

NATURAL BEAUTY

► Means

1. Preservation and public access to the Duck River
2. Trees throughout the city
3. Rolling hills with scenic views
4. Open spaces throughout the city
5. Well designed, well maintained streetscapes, medians, parks
6. Clean and attractive city without litter
7. Quality water through stormwater management and drainage system

PRINCIPLE C

**REGIONAL HUB FOR SOUTH CENTRAL
TENNESSEE**

► Means

1. Regional destination for medical services and supplies
2. Easy access to Interstate Highway System
3. Rail service link to Florence and Nashville
4. Regional public transportation link to Florence, Nashville, Airport
5. Regional education with Columbia State College (serving 9 counties)
6. Regional entertainment and leisure activities, including events and tournaments
7. Regional retail businesses for basic necessities

PRINCIPLE D

ACTIVE DOWNTOWN

► Means

1. Downtown linked to the Duck River Walk
2. Seat of Government: City and County
3. Easy access and convenient parking garages
4. Variety of restaurants and entertainment venues including theater/performing arts
5. Hotel with meeting rooms and restaurant (5th and Main)
6. Successful retail serving residents and visitors
7. People living in second floor lofts
8. Downtown Square for community events drawing residents and visitors
9. Professional services center for attorneys, accountants, etc.

PRINCIPLE E

LIVABLE NEIGHBORHOODS

► **Means**

1. People feeling safe and secure in the neighborhood and at home
2. Pedestrian friendly with walkable streets, sidewalks, trails
3. Convenient access to shopping, parks and leisure opportunities
4. Well maintained city infrastructure
5. Clean and visually appealing neighborhoods and homes meeting codes
6. Mix of quality housing choices: from starter homes to executive level
7. Sense of neighborhood identity and pride

PRINCIPLE F

GROWING ECONOMY

► **Drivers**

- * Medical and healthcare services
- * Niche manufacturing
- * Education – Columbia State College and Technology Center
- * Tourism: Historic and Ecology
- * Creative Arts, Music and Culture

► **Means**

1. Skilled, trained workforce for 21st century jobs
2. Opportunities for residents to live, and to work in Columbia – allowing more personal time
3. Professional level and technical job opportunities within Columbia
4. Interchange developed as a commercial, industrial, and office hub.
5. Opportunities to start and grow a business

PRINCIPLE G

COMMUNITY SPIRIT

► Means

1. Successful community events and festivals bringing residents together
2. Local governments and schools working together
3. Residents and businesses contributing to and taking pride in the community
4. Parents involved with their children
5. Inclusive community with diverse population
6. Strong faith based institutions working together and contributing to the community
7. Community organizations and non profit groups with active participation

PRINCIPLE H

GREAT PLACE TO LIVE

► Means

1. Small town, home town feeling
2. Friendly, welcoming community
3. Convenient daily living
4. Availability of recreation and leisure opportunities
5. Family oriented community for all generations
6. Potential for the future
7. Quality schools and educational programs for lifelong learning
8. Residents feeling safe and secure
9. Availability of top quality medical and healthcare services
10. Central location with easy access to Nashville metro area

Columbia's City Government: Our Mission

THE MISSION OF THE CITY GOVERNMENT IS TO OPERATE A

LOW COST GOVERNMENT ⁽¹⁾

PROVIDING

MUNICIPAL SERVICES ⁽²⁾

THAT ARE

RESPONSIVE TO THE CUSTOMERS. ⁽³⁾

PRINCIPLE 1

LOW COST GOVERNMENT

► Means

1. Maintaining low tax rate and fees
2. Maintaining low level of financial reserves
3. Delivering services in an efficient, low cost manner
4. Responding to critical facility and infrastructure problems when they occur
5. Supporting community events with no cost recovery
6. Providing employee compensation at or below 50% of the market
7. Leveraging city resources through grants and outside funding sources
8. Selectively providing matching dollars for grants

PRINCIPLE 2

MUNICIPAL SERVICES

► Means

1. Delivering a minimal acceptable level of municipal services
2. Requiring employees to maintain their knowledge and skills on their own
3. Selectively responding to federal and state mandates and regulatory requirements
4. Responding to critical facility and infrastructure problems when they occur
5. Retaining city employees
6. Providing reliable basic services necessary for daily living
7. Maintaining landscaping and medians at a minimal, acceptable level

PRINCIPLE 3

RESPONSIVE TO THE CUSTOMERS

► Means

1. Providing a timely emergency response
2. Providing quality athletic fields for recreation and tournaments
3. Subsidizing community events or festivals at no cost to the sponsor
4. Solving the customers problem within legal constraints
5. Returning customer phone calls and communications in a timely manner
6. Listening to and giving the customer what they want
7. Providing the customer easy access to city information and services

City of Columbia Goals 2021

Growing City Economy

**Financially Responsible City Providing
Excellent Services**

More Attractive, Livable City

Upgraded Streets, Improved Transportation System

Fantastic Downtown

GOAL 1	GROWING CITY ECONOMY
---------------	-----------------------------

- Objectives**
1. Expand retail businesses: James Campbell Corridor, Highway 31 North, I-65 Interchange, Highway 412 (Bear Creek Pike)
 2. Continue Columbia’s reputation as a “business friendly” City
 3. Increase the number of quality, targeted businesses located within the City
 4. Retain and expand medical and healthcare businesses
 5. More professional and higher paying quality and diversified job opportunities for residents
 6. Develop tourism opportunities: sports, history, ecotourism and arts
 7. Revitalize the James Campbell Corridor

- Short-Term Challenges and Opportunities**
1. Defining the City’s role and tools for economic development: TIF, fee structure
 2. Potential for tourism expansion: sports, historic, recreational and arts
 3. Columbia State College coordinating program expansion linked to current job opportunities and needs with Technical Schools and Northfield
 4. City incentives and tools for economic development: limited by state laws
 5. Lack of workforce with basic and industrial skills
 6. Working with Maury Alliance, State Economic Development Commission and TVA
 7. Perception of education system

► Actions 2015 – 2016	PRIORITY
<i>Policy Agenda</i>	
1. City Tourism Marketing Plan	Top Priority
2. Presidential Park Development	Top Priority
3. Mall Redevelopment/TIF	High Priority
4. Sports Commission: Development	High Priority
5. Guidelines for Historic District Development	

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management Agenda

1. Sports Tournaments Attraction Strategy

Top Priority

Management in Progress

1. Maury Alliance: Performance Report
1. IDB Annual Performance Report

GOAL 2

FINANCIALLY RESPONSIBLE CITY PROVIDING EXCELLENT SERVICES

► Objectives

1. Have adequate revenues to support defined City services, service levels and to maintain city facilities and infrastructure
2. Upgrade City infrastructure and facilities with appropriate funding
3. Deliver City services in the most cost effective, efficient manner
4. Have a professional, skilled City workforce dedicated to serving the community
5. Maintain reserves consistent with City policy and nationally recognized standards
6. Maintain or improve “Aa₂” bond rating
7. Have adequate resources to maintain City facilities and infrastructure

► Short-Term Challenges and Opportunities

1. Rising costs of City operations: fuel, pension, healthcare, raw materials
2. Retention of City employees who are dedicated to serving the Columbia community
3. Funding for basic maintenance for City facilities and infrastructure
4. Exploring alternative service delivery mechanisms, including partnerships, collaboration with other governments, contracts with private sector
5. Uncertain condition of City facilities needing maintenance, renovation or replacement
6. Implementing and funding full implementation of the compensation study
7. Less dollars available from grants, lack of matching dollars, and cost of administration reporting
8. Defining and prioritizing City services and levels of services

► **Actions 2015 – 2016**

PRIORITY

Policy Agenda

1. Hotel/Motel Revenue Guidelines
2. Employee Compensation Policy and Funding
3. Corporate Communications Position and Plan
4. Dispatch Center Evaluation, Direction
5. Retiree Healthcare Reform, Funding (over 65)

Top Priority

Top Priority

High Priority

Management Agenda

1. Solid Waste Collection: Evaluation Report
2. Website: Upgrade
3. Capital Equipment Replacement Plan and Funding
4. EPA Administrative Consent Order
5. Fats-Oils-Grease Ordinance
6. Succession Plan and Training: Funding

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. Assistant City Manager: Hiring
2. NIMS Training Plan
3. Basic Emergency Operations Plan Update: Training, Exercise
4. Automatic Mutual Aid with Maury County: Guidelines
5. Health Insurance: Annual Review, Modifications
6. Fire Standards Operating Guidelines: Development
7. Supervisory Training: Leadership

Major Projects

1. Wastewater Pump Station Telemetry
2. SCADA System: Upgrade
3. Woodland and 9th to 10th Street Storm Sewer Reconstruction: Phase 2
4. Sewer Rehabilitation Projects
 - A. Royal Oaks
 - B. Stevens Bottom
 - C. West 1st

GOAL 3	MORE ATTRACTIVE, LIVABLE CITY
---------------	--------------------------------------

- Objectives**
1. Improve the visual appearance of neighborhoods and major corridors
 2. Revitalize the East Hill Neighborhood
 3. Have future developments and buildings reflecting plans, regulations and standards
 4. Improve the community appearance and “curb appeal” clean and beautiful
 5. Upgrade sewer system and services
 6. Upgrade, replace recreation and leisure facilities

- Short-Term Challenges and Opportunities**
1. Culture of litter and trash: others will pick it up
 2. Unattractive major corridors: streetscape and signage
 3. Poor quality rental properties with irresponsible property owners
 4. Empty buildings and commercial centers
 5. Current ordinances not focusing on “attractive” or “livability”
 6. Improving processes and legal approach with code enforcement and compliance
 7. Changing recreational and leisure patterns by family generations

► Actions 2015 – 2016	PRIORITY
<i>Policy Agenda</i>	
1. West 7 th Street Project	Top Priority
2. Ridley Park Soccer Fields: Funding	Top Priority
3. Zoning Violations: Evaluation, Direction	High Priority
4. Trailer Parks	High Priority
5. Citywide Lighting	High Priority
6. City Beautification Plan and Organization	Mod Priority
<i>Management Agenda</i>	
1. Parks and Recreation Master Plan	Top Priority
2. Comprehensive Plan: Update	High Priority
3. Disk Golf Development	High Priority

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Management in Progress

1. CDBG: East Columbia Neighborhood Revitalization Plan Presentation
2. Sewer Capacity Plan and Assessment Initial Report
3. Arts Council: Annual Report
4. HOME Grant: Rehabilitating Homes (20)
5. NSP: Single Family Homes (2)
6. Hydraulic Investigation and Plan Development (for Flood prone Aras)

Major Projects

1. Farmers Market: Parking Lot
2. Fairview Park: Fence Replacement
3. Ridley Park: Parking Lot
4. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)

GOAL 4	UPGRADED STREETS, IMPROVED TRANSPORTATION SYSTEM
---------------	---

- **Objectives**
1. Upgrade condition of streets
 2. Improve East – West connectivity
 3. Expand and improve sidewalks
 4. Plan for future growth and development
 5. Increase street capacity to improve access management
 6. Develop multi-modal public transportation options

- **Short-Term Challenges and Opportunities**
1. Funding for road resurfacing/paving
 2. Funding for sidewalks
 3. Lack of sidewalks and community walkability
 4. Planning and funding for future transportation needs and projects
 5. City view vs. Ward view
 6. Reduced federal and state funding for transportation projects

- **Actions 2015 – 2016** **PRIORITY**
- Policy Agenda*
1. Bi-Annual Paving Program: Service Level, Funding Mechanism, Project Priority System Top Priority
 2. Iron Bridge Road: Direction, Funding
 3. One Lane Bridge Safety Report
- Management Agenda*
1. Transportation Master Plan Top Priority

► **Actions 2015 – 2016** (*Continued*)

PRIORITY

Major Projects

1. Campbell Pike/Highland Intersection Improvements
2. West 8th Street and Garden to High School Sidewalk Replacement
3. North Point Industrial Park/Highway 31 Project (TDOT)
4. Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)
5. I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)

GOAL 5	FANTASTIC DOWNTOWN
---------------	---------------------------

- **Objectives**
1. More successful businesses in Downtown
 2. Enhance the visual appeal of Downtown: buildings, public spaces
 3. Link Downtown as the “Gateway to the Duck River”: activities, physical development (6th Street), residents thinking as “one destination”
 4. Attract a hotel with meeting rooms
 5. Maintain Downtown as the seat of government

- **Short-Term Challenges and Opportunities**
1. Addressing and managing parking for downtown
 2. Tapping the full potential of Duck River Walk
 3. Lack of night time activity to draw people to Downtown
 4. Lighting in Downtown
 5. Uncertain condition of buildings due to lack of code, maintenance and inspections
 6. County maintenance facility in Downtown
 7. Managing expectations of Downtown

- **Actions 2015 – 2016**
- | | |
|---|----------------------|
| <i>Policy Agenda</i> | PRIORITY |
| <ol style="list-style-type: none">1. Jack-n-Jill Building2. Funeral Home: Demolition, Project3. Historic Marker/Wayfinding Signs4. Park/Greenspace in Downtown | High Priority |
| <i>Management in Progress</i> | |
| <ol style="list-style-type: none">1. Riverwalk Litigation: Resolution | |

City of Columbia Policy Agenda 2015 – 2016

TOP PRIORITY

**City Tourism Market Plan
Hotel/Motel Revenue Guidelines
West 7th Street Project
Presidential Park Development
Employee Compensation Policy and Funding
Ridley Park Soccer Fields
Bi-Annual Paving Program**

HIGH PRIORITY

**Mall Redevelopment/TIF
Jack-n-Jill Building
Corporate Communications Position and Plan
Zoning Violations
Trailer Parks
Sports Commission: Development
Citywide Lighting**

MODERATE PRIORITY

City Beautification Plan and Organization

City of Columbia Management Agenda 2015 – 2016

TOP PRIORITY

Solid Waste Collection: Evaluation Report

Transportation Master Plan

Sports Tournaments Attraction Strategy

Website: Upgrade

Parks and Recreation Master Plan

HIGH PRIORITY

Capital Equipment Replacement Plan and Funding

Comprehensive Plan: Update

EPA Administrative Consent Order: Implementation

Disk Golf Development

City of Columbia Management in Progress 2015 – 2016

1. Maury Alliance: Performance Report
2. IDB Annual Performance Report
3. Assistant City Manager: Hiring
4. NIMS Training Plan
5. Basic Emergency Operations Plan Update: Training, Exercise
6. Automatic Mutual Aid with Maury County: Guidelines
7. Health Insurance: Annual Review, Modifications
8. Fire Standards Operating Guidelines: Development
9. Supervisory Training: Leadership
10. City – Maury County Strategy
11. CDBG: East Columbia Neighborhood Revitalization Plan Presentation
12. Sewer Capacity Plan and Assessment Initial Report
13. Arts Council: Annual Report
14. HOME Grant: Rehabilitating Homes (20)
15. NSP: Single Family Homes (2)
16. Hydraulic Investigation and Plan Development (for Flood prone Aras)
17. Riverwalk Litigation: Resolution

City of Columbia

Major Projects 2015 – 2016

1. Wastewater Pump Station Telemetry
2. SCADA System: Upgrade
3. Woodland and 9th to 10th Street Storm Sewer Reconstruction: Phase 2
4. Sewer Rehabilitation Projects
5. Farmers Market: Parking Lot
6. Fairview Park: Fence Replacement
7. Ridley Park: Parking Lot
8. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)
9. Campbell Pike/Highland Intersection Improvements
10. West 8th Street and Garden to High School Sidewalk Replacement
11. North Point Industrial Park/Highway 31 Project (TDOT)
12. Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)
13. I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)

SECTION 3

ROUND 1: COLUMBIA TODAY

A

**Question 1: Colombia Successes for
2014 – 2015**

Columbia Successes for 2014 – 2015: Discussion Teams

► Team 1

- * 1. Groundbreaking/begin construction of CHS
- * 2. Revitalization/new energy Downtown
- * 3. Improvement to James Campbell/Trotwood intersection and other road projects
- * 4. Arts Commission
- 5. More people at work (than in the last 15 yrs.)
- 6. Relocating Police Station Downtown and equipping it with the latest technology
- 7. Parks Department care of new Riverwalk – great!
- 8. UT/MTSU softball at Ridley Park

► Team 2

- * 1. New CHS
- * 2. Downtown Development
- * 3. Job growth/unemployment é
- * 4. ISO 1 Rating
- 5. More community self awareness then before
- 6. é Use of Riverwalk, Ridley, Kids Kingdom, etc.
- 7. Traffic Improvements
- 8. Housing growth
- 9. Improvements to CA
- 10. West 7th Street Grant
- 11. NHC Facility (New)

► **Team 3**

- * 1. \$1 million Grant – West 7th Streetscape, Revitalization of Downtown Square
- * 2. Industry Recruitment
 - Clorcor
 - Samuel
 - Tennessee Distilling
 - Maury Regional New Facility
 - Cancer Center – Grand Opening
 - PR Campaign – MC Schools
 - Record Enrollment – CA
 - Econ Impact – Put. Schools
- * 3. New high school
- 4. Fire safety – ISO 1 Rating
- 5. Increased retail activity
- 6. Sales tax revenue é
- 7. Hotel/motel tax é
- 8. Residential building is ê
- 9. Crime rate dropped last 8 consecutive years
- 10. Maury Regional continued excellence rating
- 11. Redevelopment of James C. and Trotwood intersections
- 12. Police department moved downtown

► Team 4

- * 1. Industrial gains (sustainable)
- * 2. New central high school, new school director
- * 3. NHC – new facility, MRH – ongoing success
- 4. New intersection at Trotwood and West 7th
- 5. ISO – Rating #1!
- 6. Substantial number of residential subdivision/lots approved for development, infrastructure est.
- 7. Additional retail Downtown
- 8. Future re-establishment of YMCA facility
- 9. Tennessee promise - CSCC
- 10. CHS up in graduation
- 11. CPD – Relocation to enhanced facility downtown
- 12. Success of Boys and Girls Club – Rehabilitation and New Facility
- 13. Additional Habitat for Humanity

► Team 5

- * 1. CHS construction/schools director
- * 2. GM plant restart
- * 3. Downtown redevelopment/EDC
- * 4. Election of an African American Mice Mayor
- 5. Vacant homes demolition
- 6. Riverwalk expansion
- 7. New industry/EDC success
- 8. West 7th renovations/park
- 9. New Schools Director
- 10. New NHC/MRMC transitional care facility

► **Team 6**

1. Passage of hotel/motel tax
2. Grant for West 7th Streetscape
3. GM Expansion
4. Opening of Southern Exposure
5. Christy's Restaurant additional location

► **Team 7**

- * 1. Crime rate is declining
- * 2. Downtown is looking good – retail activity
- * 3. Central high school renovation
- * 4. Improved Trotwood intersection, traffic control improvements
- 5. Open door/easy access to City leaders
- 6. New gas lines – improved infrastructure
- 7. City staff is helpful
- 8. Nice new police department
- 9. Traveling sculpture garden
- 10. New leadership at MC schools
- 11. New building on S. Main – investing in downtown
- 12. City working on employee compensation/benefits
- 13. Flowers and fountains in Downtown

► **Team 8**

- * 1. Downtown improvements
- * 2. Crime rate decreased – low unemployment rates
- 3. Hospital in top 50 in nation

► **Team 9**

- * 1. Downtown Development
- * 2. ISO Rating 1 Fire Department
- * 3. Splash Park
- * 4. New jobs created
- 5. Streetscape Grant W. 7th
- 6. James Campbell and Trotwood intersection
- 7. Police Department move Downtown
- 8. City Hall relocation (stretch)
- 9. Ridley Park and Ball Tourneys
- 10. Farmers Market
- 11. Columbia Works sidewalks and stormwater
- 12. CPWS renovation
- 13. CSCC – Student Center; 50th Anniversary
- 14. Sewer moratorium lifted/wastewater plant upgrade
- 15. 814 South Main Rebuild

► **Team 10**

- * 1. Tearing down dilapidated houses and rebuilding them
- * 2. Job growth, & unemployment
- * 3. Downtown is booming and getting better
- * 4. New businesses; & homes being build
- 5. Starting high school renovation
- 6. Farmers market moving to help mall
- 7. Police Department move to Downtown
- 8. Some traffic improvement
- 9. More ADA buses for disabled
- 10. Mule town trolley
- 11. Revenue growth; x tax increases
- 12. Splashpad

► **Team 11**

- * 1. New Columbia Central High School
- * 2. Bringing Police Department back Downtown
- * 3. Growth and revitalization Downtown
- * 4. Grant for streetscape and hospital section
- 5. Hiring new director of development services
- 6. Hiring new Fire Chief and sticking by with illness
- 7. City rebuilding old South Main St.
- 8. Splashpad
- 9. New school director
- 10. Mule Town Music Festival

► **Team 12**

- * 1. GM Reboot
- * 2. New CHS
- * 3. New school director
- * 4. Hotel/motel tax
- 5. Infrastructure improvements
- 6. Balanced budget
- 7. Downtown growth
- 8. Housing permits
- 9. Lower crime rate
- 10. Sales tax increase
- 11. Community Arts
- 12. Streetscape grant
- 13. Sports tourism 30/35 weekends
- 14. Job growth – Samuel and Son etc.

B

**Question 2:
Reasons for Living in Columbia**

Reasons for Living in Columbia: Discussion Teams

► Team 1

- * 1. A rebirth is coming
- * 2. Older homes – established
- * 3. People
- * 4. Lifestyle
- 5. Opportunity

► Team 2

- * 1. Family
- * 2. Sense of community
- * 3. Cost of living (specifically housing)
- * 4. Location: can get to what I want: Nashville, Atlanta, Beaches; but can get away from here
- 5. People
- 6. History
- 7. Scenic

► Team 3

- * 1. Value – property
- * 2. Proximity to metro areas, interstate – international airport
- * 3. Sense of place/community
- 4. Employment
- 5. For business growth potential
- 6. Available green space – land
- 7. Schools as a recruiting tool to bring people here
- 8. Affordable private education
- 9. People – warm, awesome people
- 10. Charm, character, historical preservation

► Team 4

- * 1. Central location
- * 2. Affordability
- * 3. Safety
- 4. Manageable/convenient
- 5. Heritage
- 6. Congenial/caring community/connected
- 7. Access to healthcare
- 8. Urban/rural balance

► Team 5

- * 1. Family and friends
- * 2. Cost of living
- * 3. Quality of life
- * 4. Proximity to Nashville/entertainment
- * 5. Geographical location
- * 6. High quality healthcare
- 7. Business

► **Team 6**

- * 1. Born and raised
- * 2. Community, safe, good place to raise a family
- * 3. Cost of living, no state income tax
- 4. Family and friends
- 5. My roots are here

► **Team 7**

- * 1. Diverse, intelligent and progressive citizens
- * 2. Community feels safe
- * 3. Attractive for economic development
- * 4. Christian community
- 5. “Right-sized” community – big City services/small town feel
- 6. Community feels like it is on the rise
- 7. Strong workforce
- 8. Good value – housing, etc.

► **Team 8**

- * 1. Cost of living
- * 2. Healthcare – family
- * 3. Location
- * 4. Low crime rate
- 5. Job
- 6. Friendly people
- 7. Churches
- 8. Columbia State

► Team 9

- * 1. Family, grandchildren/multi generation
- * 2. Job
- * 3. Cost of living
- * 4. Medical care/excellent system with specialists
- 5. Slower pace
- 6. Convenience of City; but small town atmosphere
- 7. Easy access
- 8. Diverse options: religion; schools
- 9. Strong access to pre K – 16

► Team 10

- * 1. Friends, family, jobs
- * 2. Family friendly, nice place to raise a family
- * 3. Close enough, but far enough away from the big cities
- * 4. Churches
- 5. Born and raised
- 6. Atmosphere
- 7. Love it
- 8. City, county, city
- 9. Close to peace
- 10. Education
- 11. Controlled growth

► **Team 11**

- * 1. Cost of living
- * 2. Convenient location
- * 3. Close to relatives, family
- * 4. Mule Day
- * 5. Jobs
- 6. Born and raised
- 7. Great family values
- 8. Churches
- 9. People
- 10. Landscape
- 11. Southern charm
- 12. Bypass Deli Cheeseburgers
- 13. Puckett's
- 14. Parks
- 15. Duck River

► **Team 12**

- * 1. Friendliness/quietness/safety
- * 2. Southern charm
- * 3. Rural beauty/scenery
- * 4. Business growth
- 5. Family lives here
- 6. Job/work
- 7. Climate/weather
- 8. Cost of living

SECTION 4

ROUND 2: LOOKING TO COLUMBIA'S FUTURE

A

**Question 3:
Making Columbia a More Livable City**

Making Columbia a More Livable City: Discussion Teams

► Team 1

- * 1. South main revitalization
- * 2. Retail/dining
- * 3. More new schools
- 4. More beautification, landscaping of the corridors
- 5. O – non check cashing/title pawn
- 6. Sidewalks/sidewalk maintenance
- 7. Expanded/connected/maintained greenways
- 8. Railway system to Nashville
- 9. Rehab the mall – Providence Place, Mt. Juliet

► Team 2

- * 1. Stronger retail
- * 2. Public entertainment (weekly concerts, waling art shows, etc.)
- * 3. Higher quality jobs
- * 4. Marketing of community services
- 5. Community Center
- 6. Theater Downtown (Live Acting)

► Team 3

- * 1. Premiere, best schools
- * 2. Livable outdoor space
 - Biking
 - Trails
 - More pedestrian friendly
 - Connectivity
 - Dog parks
- * 3. Aesthetic quality of business areas, common spaces – STANDARDS
- * 4. City gateways need to be improved
- * 5. Create an entrepreneurial friendly environment – encourage small business
- 6. Business signage codes
- 7. Designation of retail sectors – standards
- 8. Continued crime reduction
- 9. Reduce drug crimes – change culture
- 10. Change some perception of City – crime, drugs
- 11. Increase graduation rates
 - Public school
- 12. Encourage income level diversity

► Team 4

- * 1. More amenities for youth (library, etc.)
- * 2. User friendly Downtown parking/safety/aesthetics public art/hotel/special events
- 3. Favorable residential development
 - *
 - Affordable
 - Mid Range
 - High End
- 4. Business development, retail, dining, entertainment
- 5. Road improvements
- 6. Mobility
 - Pedestrian friendly
 - Cycling
 - Managing vehicular
- 7. Riverwalk development sample of all things in Tennessee event
- 8. Conference center/hotel
- 9. Mall improvements
- 10. Develop Hospital Corridor (additional)
- 11. New Library

► Team 5

- * 1. New major retail, quality of retail (check cashing, etc.)
- * 2. More/better/local jobs (better pay)
- * 3. More City sponsored youth disadvantaged programs
- * 4. Better relationship and communication between community and law enforcement
- 5. Regional rail/transportation to Nashville
- 6. More/better recreation
- 7. Better transparency on race relations
- 8. Equal pay (gender)

► Team 6

- * 1. More jobs – high quality
- * 2. Livable wages
- * 3. Top quality education
- 4. Thriving businesses
 - Downtown
 - East Side
- 5. Real shopping
- 6. Real retail center
- 7. More parks convenient to all
- 8. Neighborhood schools
- 9. Involved citizens
- 10. Family recreation

► Team 7

- * 1. More diversity in workforce
- * 2. Better paying jobs
- * 3. Commitment to education
- * 4. Focus on music and arts – investment
- 5. More neighborhood sidewalks – bike paths
- 6. Higher school test scores
- 7. Keep the City looking current – modern
- 8. More nightlife/evening entertainment
- 9. Invest in youth talent

► **Team 8**

- * 1. More diversity in retail
- * 2. Variety of restaurants
- * 3. Cleaner Columbia
- * 4. Recreation center – with conference rooms (large pool – convention center)
- 5. Mall – retail
- 6. More entertainment/activities
- 7. Tech schools
- 8. More tourists to James K. Polk Home
- 9. New elementary schools/improve old schools: McDowen, Baker, Riverside, upgrade College Hill School)
- 10. Apartment complexes
- 11. More hotels

► **Team 9**

- * 1. é Per capita/family income
- * 2. x Tolerance for litter
- * 3. 100% Cooperation between all forms of government
- * 4. Quality hotel (NEW) with conference room
- 5. Dairy Queen
- 6. Early warning system/education of storm warning systems
- 7. More entertainment options
- 8. More/better shopping
- 9. Less predatory biz
- 10. Increase education levels of all citizens

► Team 10

- * 1. Major shopping centers with anchor stores, revitalization of current mall
- * 2. More schools – options and locations, College Hill/East Columbia, Magnet School/S.T.E.M – Trades, etc.
- * 3. Aesthetics/beautification
- * 4. Enhance income
- 5. More activates for youth/that do not play sports
- 6. Highway 412 upgrades (connect and plan)
- 7. Ramp upgrade at Col/Chapel Hill
- 8. Expand Columbia State to 4 yrs.
- 9. Road system upgrade ex. – Hatcher Lane
- 10. Parks and Recreation expanding/maintain

► Team 11

- * 1. Better paying jobs
- * 2. Job diversity
- * 3. More retail
- * 4. Political entities working together
- * 5. Entertainment
- 6. Parking garage Downtown
- 7. Do something with the mall
- 8. Continue and improve education
- 9. 2nd exit to Walmart
- 10. Recreational complex
- 11. Diversity everywhere
- 12. Price of gas
- 13. Speed enforcement in neighborhoods
- 14. Public broadband access – expand

► **Team 12**

- * 1. Higher paying jobs
- * 2. Better public education
- * 3. Develop relationship with workforce board, better communication between citizens and workforce development
- 4. More retail/mall
- 5. Get rid of Check Cashing
- 6. More parks/family entertainment
- 7. Cleanliness/street sweepers/litter
- 8. Encouraging personal responsibility in property ownership
- 9. More restaurants

B

Question 4: Columbia 2030

Columbia 2030: Discussion Teams

► Team 1

- * 1. World class schools
- * 2. Thriving retail
- * 3. Developed Downtown/hotel/conference center
- 4. More great parks
- 5. Vibrant artisan community
- 6. Interconnected communities/neighborhoods
- 7. Managed growth

► Team 2

- * 1. Hotel and conference center
- * 2. Columbia State to 4 – year college
- * 3. People moving here because of education
- * 4. Mass transit plan
- 5. Strong presence of corporate headquarters
- 6. Exponential Downtown growth
- 7. Reasonable home prices
- 8. Community center

► **Team 3**

- * 1. Mass transit
 - Train
- * 2. Parking garages
- * 3. #1 School district in state
- * 4. 4 – year university
- 5. Criminal justice center
- 6. Tourism identify/piggyback on Nashville; attractions outside of Mule Day, Polk Home
- 7. Fine Arts venues
 - Galleries
 - Craft shops
 - Theaters – Concert Hall
 - Big music acts
- 8. Continued support of Maury Regional, College State
- 8. Major corporate headquarters – technology
- 9. Brand and sell Columbia better to public outside our borders
- 10. Better hotels/lodging/ bed and breakfasts
- 11. Expand Northfield

► **Team 4**

- * 1. Enhanced Highway 31 Corridor with “Laray Rector”, bike lane
- * 2. Connect Riverwalk to Fairview Park
- * 3. Industrial park at I-65 with E./W. Corridor Development (E. 7th St. extended to I-61)
- 4. Progressive retiree population
- 5. Conference Center
- 6. Revamp bridge at James Campbell/Hampshire Park
- 7. Above average/exemplary school system, high performing students
- 8. Affordable tax rates
- 9. Expanded health/wellness/recreation facilities
- 10. Fairview Park amenities
- 11. Diverse leadership

► Team 5

- * 1. More recreation
- * 2. Strategy for homeless help and veterans
- * 3. More professional jobs
- * 4. Low income housing strategy, senior living subdivisions
- 5. 4 – year Columbia State (with dorms)

► Team 6

- * 1. History Museum
- * 2. Convention Center
- * 3. Improve all quadrants of Columbia (8th Street etc.)
- 4. Rail to Nashville and beyond

► Team 7

- * 1. Ag Expo – Center
- * 2. All children have access to music and art lessons
- * 3. Maintain clean environment – Duck River (quality drinking water)
- * 4. Modern school facilities and teaching
- 5. Quality roads and infrastructure
- 6. Using Innovative teaching styles
- 7. Focus on education fundamentals

► Team 8

- * 1. Sidewalks connected
- * 2. More diversity in industry
- * 3. Complete the James Campbell Plan
- * 4. Limit check cashing businesses
- 5. Variety of restaurants/retail
- 6. More diversity in core area
- 7. Downtown apartments

► **Team 9**

- * 1. Higher gross income
- * 2. Higher education levels
- * 3. Vibrant Downtown – every night
- * 4. James Campbell Blvd/other underground utilities!
- * 5. MALL “repurposed” (or gone!)
- * 6. Mass public transportation
- 7. x Job skill gap
- 8. Better logistical flow of traffic
- 9. Library!!! should be our cultural center of our community
- 10. 4 – yr. college
- 11. Mule Day Museum
- 12. Bands in the Mule Day Parade
- 13. “Go to” place for shopping
- 14. Economic campus for corporate America
- 15. Updated central football stadium
- 16. New schools
- 17. 100% cooperation between government units and the public
- 18. Free Wi-Fi

► **Team 10**

- * 1. Larger economic base, magnet schools
- * 2. Columbia move East to interstate, East/West connector
- * 3. Diversity of housing styles/types (condos, lofts, mixed with retail)
- * 4. Regional transportation
- 5. Starbucks/I Hop
- 6. Developed regional corridor Hwy 93, Hwy 31, Hwy 412; Nashville – Columbia – Huntsville
- 7. Outlet mall on I-65
- 8. Another high school
- 9. Art communities

► **Team 11**

- * 1. Smart growth: planning
- * 2. Better education
- * 3. Depressed neighborhoods revitalized
- * 4. Mass transit to Nashville
- 5. Much lower crime
- 6. Standard of living above state average
- 7. Affordable living

► **Team 12**

- * 1. Top percentile (decile) public school system
- * 2. Visual arts/music/convention center; clean/vibrant, full parking lot Downtown
- 3. Family amusement/entertainment
- 4. Better community health
- 5. Higher household income
- 6. Best prepared high school graduates
- 7. Redevelop Carmack
- 8. Street scape 2 blocks in each direction
- 9. Overhaul of elementary school facilities

C

Question 5: Columbia Success in 2020

Columbia Success in 2020: Discussion Teams

► Team 1

- * 1. New central high school, top 5 school district in the region (out of 16)
- * 2. Soccer fields at Ridley Park
- * 3. South main revitalization complete
- * 4. Established arts and music festival
- 5. Increased wages for the community
- 6. Nicer/more public golf courses

► Team 2

- * 1. Best education/educational progress system in state
- * 2. Greater sense of family/community
- * 3. New industrial park in close proximity to I-65
- * 4. Increase in tourism
- 5. Known across middle Tennessee for high availability of recreational options
- 6. Minimal traffic congestion

► **Team 3**

- * 1. Visible difference to gateway to City – aesthetics
- * 2. Maintaining pace with growth – population
 - Housing
 - Infrastructure
 - Be proactive
 - Can't afford to fall behind
- * 3. 50% or below – marketable improvement in public school – metrics
- * 4. Progressive City/County leadership with vision, actions
- 5. Regional positive buzz at Columbia
- 6. More livable space
 - Bike trails – Downtown to James Campbell
 - Pedestrian bridges, sidewalks
 - Walkways and bike trails connecting parks
 - Bike from Columbia to SH
 - Park on North of Town

► **Team 4**

- * 1. Above average/ exemplary school system
- * 2. Sustainable Infrastructure
- * 3. Skilled workforce (graduate to job)
- 4. Health/wellness/recreation facilities
- 5. Bridge revamp at Hampshire Pike/James Campbell
- 6. Community “Risk Reduction”
- 7. Ample funding public/private
- 8. Expanded CSCC (Arts Development)

► **Team 5**

- * 1. Our children can find work locally
- * 2. Government employees should be representation of community's diversity
- * 3. 8th St. area redevelopment
- * 4. Focus on drugs: education
- 5. Excellent perception of schools
- 6. Community beautification

► **Team 6**

- * 1. Major corporation
- * 2. Employment opportunities for our children and grandchildren
- 3. Columbia State as a 4 year college
- 4. Completed West 7th
- 5. Vibrant retail

► **Team 7**

- * 1. Diverse workforce and leadership (public/private)
- * 2. Economic growth – sustainable
- * 3. Quality education – above average scores
- * 4. Downtown park space – greenspace
- 5. Lower recidivism on crime
- 6. CSCC becoming top in state, academic standing
- 7. Opportunity for youth/preforming arts

► **Team 8**

- * 1. More divers industries
- * 2. Economic growth
- * 3. Redevelopment of Columbia Mall
- 4. Completion of high school/start of another one
- 5. Completion of West 7th Street Project
- 6. Quality senior care facilities

► Team 9

- *** 1. No Downtown buildings empty
- *** 2. New jobs (100's) with above average wages
- *** 3. Less blight (abandoned properties; including highest and best utilize)
- *** 4. Known as "Wellness" City
- *** 5. Road plan/infrastructure in depth
- 6. New justice center
- 7. Increased test scores
- 8. Increase education levels (to at least include post secondary)
- 9. Increase average family income to top 1/3 cities in state
- 10. Conference center and hotel
- 11. Maintain top financial rating by City/County
- 12. Corporate sponsorships/individual in schools
- 13. "Top 10 City"
- 14. Increase 22 – 35 demographic (college grads move back home/move here)
- 15. Balanced growth

► Team 10

- * 1. Education at premier ranking
- * 2. Momentum in continued projects draws people/money
- * 3. More cohesive community
- * 4. Vibrant Downtown
- * 5. No sub-prime lending in City
- 6. Growth in population
- 7. More jobs
- 8. More schools
- 9. Invest in M.R.M.C. Facility
- 10. Airport expansion
- 11. Climate of City is "good" atmosphere

► **Team 11**

- * 1. Best schools in state
- * 2. Better perception of Columbia
- * 3. Continue growth in music and art district
- * 4. Success is more opportunities for youth to stay off streets
- * 5. 4 year education (college)
- 6. Everyone is PROUD to be here
- 7. Another exit off of interstate
- 8. New venue for entertainment
- 9. Keeping youth in community
- 10. Reduction in crime
- 11. Hotel/convention center

► **Team 12**

- * 1. Top 15% public school system in our region
- * 2. Recruited 2,500 high paying jobs
- * 3. Make the Duck River as asset/more accessible, develop residential
- * 4. Create a brand for Columbia
- 5. Net increase of 20 new restaurants
- 6. Increased life expectancy, healthcare

SECTION 5

ROUND 3: COLUMBIA 2015 – 2016

A

Question 6: Best Ways to Communicate with Residents

Communications Methods: Discussion Teams

► Team 1

1. The Daily Herald
2. Social media – various
3. Maury Alliance
4. Word of mouth

► Team 2

1. City website
2. Social media
3. Daily Herald
4. Word of mouth
5. E-mail
6. Billboards
7. Text messages

► Team 3

- * 1. W.O.M.
- * 2. Social media – need storage presence
- * 3. Community meetings/civic groups
- 4. Columbia Daily Herald
- 5. City employees or influencers

► **Team 4**

- * 1. Local eateries – Bucky’s, Kathy’s, McDonalds, Muletown Coffee, Barber Shop, Salons, “word of mouth”
- * 2. Internet/social media – partner sites
- * 3. Newspaper
- 4. Radio – local station
- 5. Community development programs leadership
- 6. Movie theater – local advertising
- 7. Billboards
- 8. Civic groups

► **Team 5**

- * 1. Daily Herald/Tennessean
- * 2. Internet/City website
- * 3. Word of mouth
- * 4. Charter cable/TV news
- 5. Strolling through City hall
- 6. Facebook
- 7. Mule day/community activities
- 8. Radio

► **Team 6**

- * 1. E-mail
- * 2. Word of mouth
- * 3. Phone calls
- * 4. Personal contact by councilman
- 5. Website
- 6. Newspaper
- 7. Text
- 8. Social Media
- 9. Churches

► **Team 7**

1. Service clubs
2. Church
3. Talk to people “in the know”
4. Newspaper
5. Facebook

► **Team 8**

- * 1. Social media
- * 2. Radio
- * 3. Word of mouth
- 4. Cell/smart phone
- 5. Newspaper
- 6. TV
- 7. School system
- 8. Informed neighbors

► **Team 9**

- * 1. Online/web page
- * 2. Facebook; Twitter; Instagram; Pinterest; Google; IM; testing
- * 3. Word Mouth
- 4. Newspaper/print media
- 5. Radio
- 6. TV/specialty programming
- 7. You tube
- 8. Periscope
- 9. Billboards
- 10. Electronic advertising
- 11. Media that doesn’t yet exist
- 12. Communication that targets the manner a demographic receives it
- 13. Snail mail (post card)

► **Team 10**

- * 1. Social media
- * 2. Daily Herald email blast
- * 3. Word of mouth
- 4. Website
- 5. Text
- 6. Spouse
- 7. Newsletter
- 8. Civic clubs
- 9. Schools

► **Team 11**

- * 1. Facebook, Twitter, Social Media
- * 2. Local eateries
- * 3. Radio
- * 4. Paper
- 5. Word of mouth
- 6. E-mail
- 7. PSA
- 8. Flyers, Ads
- 9. Civic clubs
- 10. Billboards
- 11. Streaming access of local channel
- 12. Maury Alliance
- 13. Barber and beauty shop

► **Team 12**

- * 1. Need to use local churches/e-mail churches and they communicate to members
- 2. Daily Herald
- 3. Word of mouth
- 4. Internet/website
- 5. Local TV stations

SECTION 6

ROUND 4: COLUMBIA 2015 – 2016

A

**Question 7:
Action Ideas for 2015 – 2016**

Action Ideas for 2015 – 2016: Discussion Teams

► Team 1

1. Comprehensive zoning and beautification plan/ordinances, schedule for South Main revitalization
2. Plan for Columbia Mall
3. A plan for Downtown Wi-Fi, City social media page
4. A plan to partner more closely with the school district

► Team 2

- * 1. Communications/PR/Marketing full-time position
- * 2. Completion of sports council
- * 3. Riverwalk parking
- * 4. Improved City/State/County cooperation regarding roadway corridors appearance
- 5. Community Center

► Team 3

- * 1. Fund first public parking garage
- * 2. Plan for improving gateways – City aesthetics
- * 3. Work with Downtown buildings owners to clean up facades
- 4. Develop snow and ice removal plan for Downtown sidewalks
- 5. Create signage standards for businesses
- 6. Marketing to draw people in from interstate
 - Muletown Trolley from hotels
- 7. Shopping/antique/craft, fair held in City, coordinate with Trolley
- 8. Develop fine arts district plan
- 9. Enhance code enforcement on businesses and residential areas
- 10. Create incentive program to clean up blighted properties
- 11. Create a resource for new businesses to empower them for success – good business plan, signage, marketing, etc.

► **Team 4**

- * 1. Transportation development, traffic/walk ability/signalize throughout the City
- * 2. Proposed prioritize streetscape at E. 7th Street/S. Main Street
- * 3. Advance sports development – Ridley Park, soccer
- * 4. Streamlined/effective codes, building permits process at City Hall (BZA/Planning/etc.), continue strong City leadership
- 5. Address/support with 7th Street project
- 6. Diverse workforce
- 7. Waste Management – reduction/litter/recycling

► **Team 5**

- * 1. New shopping center/retail
- * 2. Tell our story (P.R.: education, police, overall perception)
- * 3. Drug education summit
- * 4. Community/law enforcement communication, Police body cameras
- 5. Community beautification

► **Team 6**

- * 1. Job creating business
- * 2. Iron bridge to be widened
- 3. Announcement/commitment for high quality retail
- 4. East 7th Street needs to be repaved
- 5. Connect East side corridor 6th Street to Fairview – plan for correction
- 6. Address flooding on E. 6th off of iron bridge

► Team 7

- * 1. Clean up litter
- * 2. Bring back community health/fitness center
- * 3. Redevelop the mall property – better facilities, longer hours
- * 4. Improve attraction to Polk Home/Park Greenspace
- 5. Develop youth art and music program
- 6. Kick off W. 7th Street

► Team 8

- * 1. Downtown City Park (greenspace)
- * 2. Improve communication with City departments
- * 3. Make improvements to South Main Street/8th Street
- 4. West 7th Street project
- 5. Discussion of James Campbell
- 6. Plans for Columbia Mall
- 7. Look at the plans for the old 1st Baptist Church on High Street

► Team 9

- ** 1. Litter No More!
- * 2. Hire Director of Public Information: responsible for pitch points
- * 3. Actively participate in the 50 year celebration of Columbia's Community College
- * 4. Columbia Mall – GONE!/Repurposed
- 5. Address numbers missing on street/addresses (street numbers)
- 6. Downtown hotel – whatever it takes!
- 7. Direction/strategy for arts development and plan of action
- 8. Widely diversified entertainment venues
- 9. Recruit new jobs (é average wage) at rapid pace with incentives
- 10. Increase social media presence
- 11. Trees!! Trees!! More Trees!!
- 12. Initiate transportation study to build transportation plan including roads and public transportation
- 13. Ban electronic cigarettes in no smoking areas

► **Team 10**

- * 1. Figure out funding to pay for strategies presented
- * 2. Art community (Riverside)
- * 3. More events on Riverwalk
- 4. Make a Plan and stick to it

► **Team 11**

- * 1. Design completed and approved for W. 7th Street extension scope and Presidential Park
- * 2. Plan for Columbia Mall
- * 3. Expand recycling program for business
- * 4. Underground utilities
- * 5. Choose location for Downtown parking
- * 6. Rescue truck at new fire station
- 7. Finish Hatcher Lane
- 8. Enforcement of litter/trash codes
- 9. Finish Ridley Park
- 10. Prepare for growth
- 11. Proactive Police patrols

► **Team 12**

- 1. Severe weather siren
- 2. Sunday afternoon Christmas Parade
- 3. Address pension and OPEB benefits
- 4. Beautification campaign
- 5. Start an industry study for recruiting jobs
- 6. Break ground on Ridley expansion
- 7. City needs to partner for public education improvement with school board

B

**Question 8:
Crazy Ideas for Change**

Crazy Ideas for Change: Discussion Teams

► Team 1

1. A commuter railway to Nashville
2. All check cash and title pawn is gone!
3. Maury County schools are #1 in the region
4. Downtown is rocking and rolling
5. A great public golf course
6. First class school facilities for all schools

► Team 2

1. Tear down the mall
2. Address apathy from parents/students
3. Soccer fields for Ridley Park
4. Trees at the courthouse
5. Public parking garage Downtown
6. Increase tax base (more money)
7. Downtown hotel
8. Repurpose mall to MCPS Central Office (or something similar)
9. Theme park/water park

► Team 3

1. Average income of households would increase substantially
2. Clean up gateways and shopping corridors – Beautification!
3. Businesses that invite low income, criminal element GONE! sleazy businesses – Boo!
4. Number 1 school district in the State
5. Thriving Downtown – 24/7 all hours, days

► **Team 4**

1. Major recreational facility
2. Columbia Dam success with lake – water recreation, housing
3. Hwy 31 – 6 lane
4. 4 year college
5. Grand Mall with retail/in-fill residential development, multi use facility

► **Team 5**

1. Hub retail center/new south side development
2. Community policing/horses, Segway's
3. High tech corporate headquarters
4. More job training facilities (trades, etc.)
5. Expand Veterans clinic
6. 4 year CSCC: Columbia State University
7. Diversification of City boards
8. More new schools
9. More City revenue
10. More restaurants
11. Less: check cashing, tobacco, discount stores
12. Update and enforce codes
13. New federal government facility/jobs

► **Team 6**

1. Catch the potbellied pig!!
2. Expand Fairview Park
 - Pool
 - Fitness center
 - Golf courses

► **Team 7**

1. Sidewalks and bike trails throughout the City
2. Improve housing stock in East Columbia
3. Job Corp facility for inner-city youth
4. Tiny homes development vs. run-down homes

► **Team 8**

1. Mass transportation
2. Four year college/early education awareness
3. Less check chasing businesses
4. More affordable housing
5. Bike trails/sidewalk

► **Team 9**

- * 1. “Poof” – the Mall is gone!
- * 2. “Poof” – no litter! No couches on side of roads
- * 3. “Poof” – no longer home of “High price Gas”
- 4. “Poof” – trees (esp. on James Campbell)
- 5. “Poof” – higher design standards
- 6. “Poof” – underground utilities
- 7. “Poof” – corporate headquarters
- 8. “Poof” – higher average family wage
- 9. “Poof” – 4 day work/school schedules
- 10. “Poof” – Dairy Queen

► **Team 10**

1. Preserve property values
2. Fix/regulate zoning
3. Citizens involved in making City a better place
4. Educate people that things are not free/how “City” works
5. Check casing/pay here car lots GONE
6. Easier way to Ridley Park
7. Build the Columbia Dam

► **Team 11**

1. Columbia Dam
2. All new school buildings
3. Major amphitheater
4. Dairy Queen replace Shady Brook Mall
5. Additional interchange at interstate
6. Outlet mall
7. Luke Bryan performs at Mule Day
8. Elementary school in East side of Town
9. Cheaper gas than Lawrenceburg
10. Signage bringing people into town and visitor centers
11. Justice Center
12. Night Court
13. Recreational complex

► **Team 12**

1. Carmack
2. Concert at Mule Day
3. Grow to I-65
4. 4 Lane Bear Creek all the way to I-65
5. New interstate exit
6. New corporate park
7. Jobs with carpet
8. New industrial park
9. Condos on Duck River
10. Tornado shelter
11. Redevelop mall
12. Redevelop West side of Highway 31 from Bear Creek North

SECTION 7

MESSAGES TO THE MAYOR, VICE MAYOR AND CITY COUNCIL

Messages to the Mayor, Vice Mayor and City Council

Please continue to improve our city through street improvements, livability/attractions, retail development, waste reduction and better attitudes by all citizens

Tell the story of Columbia and create a positive, progressive image. Make our community one that industries want to come to. Update codes and enforce them.

Please continue to be positive and upbeat with regard to collaboration between the city and schools. Working together, we can achieve greatness!

Come up with an attendance policy for council meeting for council members. Thank you for including all the citizens in your meeting tonight. Diversify City Hall

Think and plan smart for the huge growth coming

Strive to improve and emphasize "Quality of Life" for all our citizens

Would you please build a multi-story parking garage downtown between City Hall and the Police Dept.? Then city should engage the education system and support the education improvement initiative visibly to the community

Create an Economic Development. Bring board that is very assertive and accountable to bring high paying jobs, both blue collar and white collar, technical and trade jobs. It will create an infrastructure of tax dollars to stay in Columbia. Jobs will afford schools tax revenue.

Please address persistent OPEB benefits. I realize there are no easy decisions, but any strategic plan would be incomplete without creating a process to meet the long-term financial needs of our employers and taxpayers.

Sincerely, Drew Parker

I think that we are looking in the right direction, but we must continue to move in that direction. We must do what we can do to continue to improve the perception of the community.

Firstly, thank you very much for your hard work and service. Secondly, please remember to work towards creating a community that is open and welcoming to new people and new ideas

Thanks for your continued support to make Columbia a great place to live. I am all Columbia so please continue to listen to other citizens and continue to make us even better.

Work hard to place minority workers in every city and county government department. It does not look good to pay ones taxes each year and there are not minorities working in your departments. Every department should have minorities working. Thanks

Please create a bold vision for the improvement of Columbia to include aesthetics, business recruitment, infrastructure improvement, etc. Do not let the naysayers and opponents of progress (vocal minority) hold us back. Don't be afraid to raise taxes if needed.

Please put the City of Columbia and its citizens in your best interest at all times when making decisions. Please be forward thinking and not afraid to voice your opinion. Study up and know the surrounding citizens that are succeeding. Know you are appreciated, do whatever is necessary to deserve the appreciation.

Dream Big! Find solutions that overcome obstacles. Never let good get in the way of being great.

Thank you for being proactive in having this forum. Most of all, however, thank you for ensuring these efforts are used to improve our community.

Things have really started to change for the positive in Columbia; we have seen an increase in jobs, decrease in unemployment and housing increased on the horizon. This is absolutely something to be proud of, but I urge you to not become too confident too fast. This growth is still in a volatile place and we need to remain aggressive and willing to do what is necessary to ensure it continues.

Thank you for supporting growth in Downtown Columbia.

Get the South Main Street revitalization moving. Work on corridor beautification

Do not assume Columbia will be a great place to live just because it has been. Do not assume because it is the county seat, it will always the controlling influence Maury County. Draw growth back to South Columbia, which used to be the desirable side to town.

Communication is key. The more information that the citizens can consume related to the function of our city, the more informed decisions the citizens can make, and making the information understandable is a large part of the process.

Do something about speeding in neighborhoods. Bring back speed bumps (permanent). Do something about the mall. Build a parking garage Downtown. Stop signs at Cayce Valley and Manor. Traffic light at Trotwood, Pleasant Drive, Cayce Valley and Windermere

1. Columbia needs more affordable housing
2. More diversity in City/County offices
3. Need more retail in City
4. Improve Downtown – bringing in businesses
5. It's time to improve the 8th Street/Woodland/Glade Street areas
6. Perkins Lane (on Hampshire Pike) needs to be a one way street to exit onto Williamsport Pike

One thing I would like to see in the City of Columbia is more ethnic inclusion as far as the total workforce in ALL City Departments i.e. police, office, streets, etc.

1. Increase the per family income please
2. Give us some economic impact will mean jobs
3. Give us a safe and vibrant Downtown for shopping and entertainment
4. Prepare traffic plan and road movement
5. Help us solve the education issue, raise the level of all positions
6. Thanks

J. D. Dugger

1. Look to the future, dream and vision – then plan!
2. Plan for who we want to be
3. Economic planning is good – but remember this is where we live and we want our community livable
4. Take litter seriously

“Try to work together for the City and the people”

Way to go, getting people involved. Listening (Active) listening then paying it forward!
Paco Havaor

Please figure out a way to educate our community on how our property taxes work? How does “X” increase or decrease in property taxes affect me personally? I Think the average citizen has no clue. Also make corporate title tax rate change/increase into what types of increase in services. New Schools? Parks? Continuous improvements?

There is a lot of great vision for our community exhibited by this group. Thank you!!!

Thank you for hosting the Citizens Summit and taking the time to listen to the citizens.

Keep up the good work with sessions like this one

Thank for your efforts and hearing our inputs

Bobby Busch

I greatly appreciate the effort that your are making to advance our community. It is my desire to see savvy educated leadership that competes to advance Columbia to a status above others in the middle Tennessee region. I hope to see you continue as a united body, something you have worked hard to achieve. I believe it is important to see you involved in middle Tennessee’s arenas and State arenas, competing to advances in Columbia. You have found a strong leader in City Manager Tony Massey, work with him and enable him to lead this community in a progressive manner. Stay focused, be strong, remain humble and represent your constituents. Thank you!

5 years ago we moved from Nashville to Columbia for our jobs. Immediately we plugged into the community and have grown to love this City for its people. What we still don't love is the fact that the passion, creativity and values of these wonderful people don't always reflect in our City spaces – my little boy wanted to know why Columbia looked so “gaudy” it's time for Columbia to clean up and beautify this special place we call home. It is a hidden gem hidden by tacky advertising. Unsightly storefronts, businesses that discourage financial independence, businesses that invite non-family seedy elements into town, green space that is covered up by vacant buildings, etc. It's more than just aesthetics – it's about pride. Pride invites new business, new residents and it shows our investment in our community. It's time for Columbia to SHINE!

Please consider immediately:

1. Body cams
2. More involvement of your police department in the community
3. More education about drugs rather than arrests
4. A designated spokesperson for the, (1) City, (2) law enforcement
5. A gripe session for citizens to express their concerns in an orderly fashion
6. County Mayor – Body cams
7. More minority(ies) in County government
8. A quarterly meeting of citizens and the Mayor

Final comment – Be open to all citizen ideas and encourage citizens to be proactive?

There is a great need for a job corps type education/employability facility or structure in place for underprivileged and disenfranchised youths in this community.

M.F. McClain

West 17th Hatcher Lane repave much traveled road!

We need to accept the challenge to get our City moving again (prosperity for all) Clean up, Build up, Cheer up and City will move up.

A citizens' council is a great idea. Citizens of Columbia must and should be more involved. Keep up the good work.

Loretta Goodle

Thank you for allowing us to participate in this process! I hope this information will be valuable. I would like to see the final plan.

Hire more minorities during the summer in all departments. More youth in underprivileged neighborhoods that need jobs that could be turned into full time jobs. Make City Hall look like Maury County by reflecting an all race of people in the City.

Approve rebuilding/updating mall/entries in Columbia! Work to keep streets clean all over Columbia!!

You need to focus on the whole City and not just West 7th Street, there is last 7, 8, 9

Siren for tornado warning expanded roads. Improve school system, set high expectations, follow through. Develop Riverwalk, develop east end, and pave the streets through 8th street. Improve Fairview Parks, Amphitheaters